

15 May 1973

MEMORANDUM FOR: General Allen

SUBJECT: Personnel Requirements

Per your request, I have laid out the basic tasks of PRG, as I see them, and related them to the personnel problem. Although these tasks are not specifically tied to individual goals and objectives, they cover all of them. The first questions listed are basic wrap-up in the first part of Paragraph 4 of the Planning Guidance.

--What are the projected intelligence needs of our major consumers over next several years?

1. Determine a method for evoking a statement of needs from NSC, SecState, SecDef, and JCS on security matters and from CIEP, SecCommerce and SecTreasury on economic matters.

a. Involves staff legwork, interviewing, compilation of results, and securing agreement that results represent actual needs.

b. Shorter term (next six months) needs should be expressed in fairly precise requests for estimates, analyses, and recurring reports. These should be blessed by the user representatives of NSCIC.

c. A side task arises because the economic intelligence consumers are not represented on NSCIC. IC staff must recommend a solution.

--What finished intelligence products will meet those needs? By whom and in what form should they be produced?

1. Staff must recommend to the users the format of product to meet the needs.

2. Current and Crisis Products.

a. Primary task here is to respond to the NSCIC guidance falling out of the Crisis Studies, and the key problems are system related.

b. Staff must assess the merits of two competing concepts put forward by CIA (NIOC) and DOD (NMCC/NMIC) in recommending solutions.

3. Estimates and In-Depth Studies.

a. Staff must prepare recommendations for DCI and NSCIC on procedures and formats which meet criticisms of past products.

b. Staff must propose methods for eliminating duplication between intelligence estimates and studies prepared as such and those prepared as inputs to NSSMs.

4. Basic Intelligence.

a. The staff must recommend more efficient ways to produce and disseminate basic intelligence for use in the national arena, with a prime objectives of removing unnecessary overlap and paper flow.

b. The staff must examine the applications in the community of machine storage and retrieval of basic intelligence.

--What products are superfluous to expressed needs?

1. A system must be devised, probably involving spot polling of users and a continuing review of community products, to identify products which fail to meet needs or are essentially intra-intelligence community products.

2. A system must be devised to permit monitoring scheduled production to remove in advance unnecessary redundancy.

--Improved Analytical Capabilities

1. The staff must examine the relationship between a product required by users, the analytical capabilities available to produce it, and the raw data provided by collection systems on the subject, and make pertinent recommendations to the NSCIC and DCI.

2. The staff must examine ways and means of increasing the efficiency and accuracy of analysis through machine assist and new analytical techniques.

--USIB Committee Structure.

For the IC Staff as a whole, PRG is examining the USIB committee structure to recommend changes to the DCI. This is essential since a clear relationship of the ICS to this structure is vital to all community functions.

The above outlined workload is far beyond the capabilities of my current staff. We can handle a rough cut at user needs (Para. 1, Subparas. a and b), a current and crisis reporting system (Para. 2.4), a new system for estimates and in-depth studies (Para. 2.6) and the USIB committee analysis (~~Para. 3~~). (That is, of course, assuming I don't lose the staff assembled thus far because of foot dragging at DOD.)

As of now, PRG staff is working the problems this way as task forces:

Current/Crisis Intelligence Improvement

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Estimative Intelligence and Product Review

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USIB Committee Review

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NSCIC Working Group Executive Secretary

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My additional personnel requirements are based on the need to include substantive area expertise and to insure representation from all agencies. In order to review products effectively, I must cover the important substantive areas of intelligence. This is how I stand now in this respect:

Regional:

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Functional:

[Redacted]

The PRG will be dealing with both user needs and intelligence products of State Department, and with the products and processes of NSA. Neither are represented on the staff.

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Approved For Release 2005/12/05 : CIA-RDP82M00531R000400240024-3

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Approved For Release 2005/12/05 : CIA-RDP82M00531R000400240024-3